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CIA CAREER COUNCIL

42nd Meeting

25 April 1957

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DCI Conference Room

Present

Gordon M. Stewart
Director of Personnel
Chairman

Robert Amory, Jr.
DD/I
Member

Matthew Baird
Director of Training
Member

[REDACTED]
Acting Chief, FI Staff
Alternate for DD/P Member

25X1A9a

Lyman B. Kirkpatrick
Inspector General
Member

[REDACTED]
Director of Communications
Member

25X1A9a

25X1A9a

[REDACTED]
A/DD/I (Admin)
Alternate for DD/I Member

Lawrence K. White
DD/S
Member

25X1A9a

[REDACTED]
DD/Pers/PD
Executive Secretary

25X1A9a

[REDACTED]
Reporter

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. . . . The 42nd meeting of the CIA Career Council convened at 3:30 p.m., 25 April 1957, in the DCI Conference Room, with Mr. Gordon M. Stewart, Director of Personnel, presiding

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MR. STEWART: The meeting will come to order. [REDACTED] is in with General Cabell but he will be with us in a few minutes.

We have as the first item the approval of the minutes of the 39th, 40th and 41st meetings.

MR. KIRKPATRICK: I move they all be approved as submitted.

25X1A9a

[REDACTED] Second.

. . . This motion was then passed . . .

MR. STEWART: May I suggest that before going on to the 4th and 5th items, which are related--Matt, would you care to take up this question of the Armed Forces Staff College now? I think it would be useful to discuss that and take any action the Board should take at this time.

MR. BAIRD: Yes. I would just like to say that the first and second alternates for the Armed Forces Staff College for the next session apparently are unavailable. [REDACTED] the first alternate to the Armed Forces Staff College has been withdrawn. He is from the DD/I. The second alternate was

25X1A9a

25X1A9a [REDACTED] and he is now overseas with FE, which leaves the third alternate we
25X1A9a picked at that time, [REDACTED], and we have heard informally from WE Division that he is no longer available. Therefore, we may be forced to come up with another candidate. It seems a long time away but we must get a candidate if we are going to send one, and in sufficient time to avoid their going to the Armed Forces Staff College without the Q clearance. The Q clearance, with every effort on the part of OSI and the Office of Security, still takes a minimum of six months. And we have had the embarrassing-to-all-concerned situation in the present
25X1A9a running in that [REDACTED] didn't get his Q clearance until all the material that he should have listened to or participated in was over. [REDACTED] got his
25X1A9a about half way through the material. So if [REDACTED] is not available then we ought to come up with another candidate.

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25X1A9a

I might also say that the more I hear about it and the more people I talk to from the faculty down there, the more I agree with Bob Amory and General

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25X1A9a [REDACTED] that it is the most valuable external military course that is offered the Agency. Also, it's half the length of time of the Air War College, the Army War College, and the National War College.

25X1A9a [REDACTED] Is there still time to get the clearance now?
MR. BAIRD: It's next February.

25X1A9a [REDACTED] I can probably dig up a candidate for February.
I'll go back and take a look.

MR. BAIRD: This is for the August course. We almost ought to have somebody from OSI, unless we can find somebody else in the Agency with the Q clearance.

. . . [REDACTED] joined the meeting . . . 25X1A9a

MR. STEWART: We're discussing the candidates for the Armed Forces Staff College.

[REDACTED] We have one more alternate - [REDACTED] 25X1A9a

MR. KIRKPATRICK: He is not available. 25X1A9a

[REDACTED] His tour has been extended. 25X1A9a

25X1A COLONEL WHITE: Do we know that [REDACTED] is not available? The first thing is to find out for sure whether [REDACTED] is available. 25X1A9a

MR. STEWART: I would suggest the three components review their candidates. I'm not sure that the DD/P would necessarily want to have [REDACTED] as their only candidate for the course at this time. It may be. Since we're going to look there are a couple of things-[REDACTED] may not be available or he may not have the Q clearance, and somebody in the DD/P might have the Q clearance. 25X1A9a

MR. BAIRD: [REDACTED] was the first alternate who was to be put in. 25X1A9a

25X1A9a He was not chosen as the principal but he was an alternate. The first man is [REDACTED] And there's a vacancy.

25X1A9a [REDACTED] We chose one candidate and a series of alternates. Then we got extra slots, which reduced the number of alternates, and now we have only one alternate left, which is [REDACTED] 25X1A9a

MR. KIRKPATRICK: Then the problem is to get an alternate? 25X1A9a

MR. BAIRD: We have two slots but we only have one candidate. [REDACTED] was chosen. 25X1A9a

25X1A9a [REDACTED] Are we sure we have two slots? I gathered from [REDACTED]

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that he wasn't sure.

MR. BAIRD: We have a specific piece of paper.

COLONEL WHITE: Do you feel if we can't find somebody who already has a Q clearance that we should forego sending one?

MR. BAIRD: Unless we can get some assurance the Q clearance will come up. The material requires the Q clearance in the second or third week of the course.

25X1A9a

[REDACTED] It takes an average of five months for a Q clearance.

COLONEL WHITE: I'm under the impression that the Q clearance has to have a full field investigation by the FBI, and that if we had a candidate that had had the full field investigation by the FBI--

MR. KIRKPATRICK: I think it's if they have had it within a year, or something like that.

COLONEL WHITE: That might be one more angle to it.

MR. STEWART: May I ask what the normal procedure is? Who goes around and pulls together the names of the candidates?

25X1A9a

[REDACTED] Normally the three Deputies.

MR. KIRKPATRICK: I think you should ask the three Deputies to submit candidates, two each, for the next meeting of the Council.

MR. BAIRD: We should do it right away. That's too late.

25X1A9a

[REDACTED] Do it by vote sheet.

MR. STEWART: I think we're going to be lucky if we get two candidates who meet all the qualifications.

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[REDACTED] And it comes down to having a Q clearance right now, and are they available.

MR. STEWART: Whether they have had a full field investigation by the FBI, which we can check with Sheff. Or those that have had it in the past year.

25X1A9a

[REDACTED] I hope there aren't many. Those are the 10450 ones.

MR. STEWART: It comes down to the Q clearance business. So I think, Matt, we should start with a listing from Pete Scoville as to who has the Q clearance and I would suggest that perhaps you take a look at that, and the three Deputies have their representatives take a look and then you get up a list as fast as possible.

MR. KIRKPATRICK: Matt, how high did we go on these guys that didn't

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have the Q clearance? Did we go to the Director on that?

MR. BAIRD: I don't know. It went to Sheff himself.

MR. KIRKPATRICK: It seems to me where Central Intelligence Agency is kept out of something like that we must look awfully silly.

25X1A9a

[REDACTED] There has been considerable negotiation by Scoville and Larry Houston, but they're getting nowhere.

MR. KIRKPATRICK: There is a political reason why our Security Office and the AEC is not sympatico.

25X1A9a

[REDACTED] We have had a considerable mortality in our candidates and alternates for these defense colleges--

MR. STEWART: Let's stay with this particular problem. I think probably the first thing to do is to get a list of people with the Q clearance.

25X1A9a

[REDACTED] We're looking for a replacement, because our man dropped out and caused all this trouble, and I would hope to have him by tomorrow.

MR. KIRKPATRICK: Why don't we leave it with the DD/I. We are perfectly willing to let the DD/I nominate his own replacement.

COLONEL WHITE: I don't think we have enough people in the DD/S with a Q clearance--

MR. STEWART: Let's leave it with the DD/I, then, unless somebody wants to propose a candidate. You [REDACTED] can take that up tomorrow with anybody you want to.

25X1A9a

25X1A9a

[REDACTED] Who shall we send the nominees' names to?

MR. STEWART: To Matt.

Now I would suggest that we go to items 4 and 5. In introducing these items I'd like to direct your attention to the statement in General Cabell's memo in item 4, in which he says: "You should call upon your predecessor, Mr. [REDACTED], and the Career Council for advice in the preparation of the proposed changes." This refers to changes in existing authorities and regulations.

In dealing with the attachment to that memo, the Inspector General's paper, I felt that a general position with regard to some of these points might be a good thing to do, to take a general position with regard to these points, to suggest the direction in which changes will be made, and then to go on the assumption that if the changes are of any significance at all they would normally come here, as we propose in our general procedure, for review, thereby satisfying General Cabell's request.

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Item 5 is the Office of Personnel position and what we consider to be the key points raised in Mr. Kirkpatrick's paper. It's tabled for comment, for advice, or for questions you may have about it.

MR. KIRKPATRICK: Gordon, on page 2 of your comments, paragraph 5, could you expound a little on what you mean by "a healthy degree of independence and non-uniformity on the part of the Career Services"?

MR. STEWART: Yes, indeed. I have in mind, Kirk, the type of planning for a Career Service that will put the Career Service in business as a body of personnel to deal with a particular type of Agency problem over a period of time. I believe that the standards, therefore, the employment and promotion standards and a whole series of related matters, will be somewhat unique to that Service. I give you, as an example, the Communications Career Service, the DD/P Career Service or the D Service, Training, OCI. And looking at each of these as a body of men drawn together and maintained over a period of time to satisfy certain of the requirements of the Agency I can see that each has to have its unique qualities. And I would want very much to have the Head of each Career Service pay due regard to the type of person he needs to have, how he needs to acquire them, and how he needs to handle them to develop certain standards and traditions within each of these Services. I have qualified this to say that, for example, I don't feel that they [the standards and traditions] should be of the type so that you have Career Service policies that would place one man overseas in an advantageous position with regard to the fellow at his left or his right, assuming they might come from other Career Services. I think in terms of overseas service, in terms of the benefits we have for people, we should be absolutely uniform.

MR. KIRKPATRICK: What would be the major common denominator?

MR. STEWART: In the Agency?

MR. KIRKPATRICK: Between the different Career Services. In other words--let me phrase it another way--would there be a minimum basic or standard set of requirements that would be applicable to all Career Services? In promotion, for example, we now have a general rule of thumb--which I think we all agree that is all it is--on time in grade, and thereafter a requirement that annually each person will be considered for promotion. Now you would not mean to subvert that by this?

MR. STEWART: No. Absolutely no. To take that one point, Kirk, let's

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say we have a minimum, for example, of one year going from grade 5 to grade 6. I would think that in planning your Career Service and the requirements of that Service you might decide that in your Service the normal minimum is going to be 18 months. You don't go below but you could go above.

MR. KIRKPATRICK: Then you would at least keep it sufficiently in line so that you would not create different levels of water in the Agency, because otherwise you start flows going from one side to the other, of people who say, "Well, I don't want to stay in the FI Career Service because it's going to take me twice as long to get promoted here as it would if I were over in CI where they promote right away if you're qualified." That is all that worries me. Certainly I agree there should be individual Career Services dictated by the type of profession which the career is. Obviously the communications people have different considerations than the researchers.

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[REDACTED] I felt I knew what Mr. Stewart meant on this. I have a longer time in grade than the Agency standard because my organization is relatively younger than perhaps all the other components. I didn't want to pull them up too fast because I don't think that is good for them. So I extended it. I felt as long as it didn't go below--and there are bound to be some inequities, but those don't come to anybody's attention very much. Most people don't know how fast people are promoted.

MR. KIRKPATRICK: Not specifically, although they have a pretty good idea.

25X1A9a

[REDACTED] I thought the competitive promotion would prevent too rapid promotion.

MR. STEWART: That helps.

25X1A9a

[REDACTED] Competitive promotion almost makes time in grade academic-- if you truly carried it out.

MR. STEWART: In this connection, let me draw your attention to the passage which starts on page 4 and goes to page 5, on wage classification. There I think it comes through pretty clearly as to what we have in mind here. We feel that the Career Service Heads should be fully apprised where they stand with regard to their personnel structure in terms of a number of types of reports that we can develop for them--reports on age groupings, grade groupings, and things of that sort, and we feel as a result of this material and working with the Office of Personnel, we can arrive at clearly understood plans and policies

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with regard to forming the future of that particular Career Service, that group or body of men. And we think it's so necessary to do that because at the present time we have a rather vicious circle of decisions that pertain to a person's grade or the grade assigned to a slot.

. . . Mr. Amory joined the meeting . . .

. . . Mr. [REDACTED] left the meeting . . .

25X1A9a

MR. STEWART (Continuing): For example, if you assign a Grade 15 to a particular position you somehow or other get around to classifying that position as a 15, whether in all honesty it's a grade 15 or not. It's an insult for a man to be black-ducked into it. So this becomes sort of a shove upwards in your T/O slotting, and that then reflects back on the positions that are open for that particular Career Service. Let's say it's a Personnel man assigned to a station overseas. He is a 15 and we give him a 15 slot, and then the Office of Personnel says we have a 15 slot in that station. And we have a structure of slots that goes up in a somewhat haphazard way, and not in terms of what the actual needs are of the Office of Personnel. So we want to encourage and support personnel planning in terms of rates of pay, rates of promotion, and recruitment, on the part of the Heads of Career Services. We want them to take the job of planning the future of their organizations as seriously as possible, and with all the information that we can reasonably provide them with for that. I think the statistics that were dredged out recently and passed around to some of you, on attrition rates, was, at least for me, a rather new discovery--the fact that the attrition rate just isn't taking care of our people in grades 13 to 15, where there is no attrition there. Things of that sort should be boiled down for the Career Services, and then we should draw conclusions and put in policies which we can follow in agreement between Personnel and the Career Service concerned.

MR. KIRKPATRICK: Of course, another factor that comes in is this business of directed assignments. If the Career Services are too unique we will never be able to enforce this because there will be a flow from those that are directing assignments to those that aren't directing assignments. And we have those cases that are hot today, in which their assignments have been directed. One has refused to take it and we have told him he IS going, and the other is on the fence and he is probably going, too. But if we start this in one office, say

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Logistics, they are all going to try to flow out of Logistics to a softer office.

MR. STEWART: Maybe what we should do--and this is just a thought in my mind--maybe on page 5 where I have not made any further comment on your [indicating Mr. Kirkpatrick] paragraph on control, we should comment on that subject. *in Logistics*

MR. KIRKPATRICK: I'll tell you what--since our conversation the other night--here is what I have in mind on control. I'd like to spin it right here. 25X1A9a
25X1A9a
In both of these instances, Red, [REDACTED] I think these men were slightly misled by the thought that shopping their files might accomplish something. Now I would say, Gordon, that there weren't a total of 20 jobs in the Agency, all over the world, that either of these men could qualify for, and all 20 I think are probably filled, and if not there are probably good candidates beneath them who could be promoted into them when the incumbents move on. I would like to suggest that we definitely stop shopping files around, and that we tell an employee when he says he wants his file shopped, the supervisor should say, "I will release you for assignment elsewhere in the Agency. I will consult with the Personnel Office. They will advise you within seven days"--or whatever you want to designate as to the time--"as to whether there are any other possibilities at this time in the Agency, and what priority they will give you for assignment when a job does become open" - or something like that. Then we can stop almost immediately what I consider to be one of the most insidious practices we have, which you have already indicated you [Mr. Stewart] planned to stop, the floating around of personnel files, and everybody puts a comment on it and it just wastes everybody's time and money, particularly your placement officers and the people they have to deal with in the components. In both of these cases one of the things I looked at first was your routing slips to see how many places it had been shopped, because I wanted to be able to make an honest statement to each of these persons if there had been consideration given to assigning them elsewhere. The amount of Government manhours that goes into this is incredible.

25X1A9a [REDACTED]: I had a thought on that. Your placement officer that looks after the Office of Communications attends most of the Career Service Board meetings in our Office, and there are two a week, and if the Board has a request from an individual that he be shopped, that is discussed there, as to whether or not it is best for the Agency. If the placement officer takes notes

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on that man and goes back he should be able to ascertain whether or not there is a place for the individual, which would cut down some of this walk-the-hall sort of business. I think probably the placement officer does that.

MR. STEWART: I believe that in many cases we can arrive at a quick decision.

MR. KIRKPATRICK: I think so.

MR. STEWART: However, I believe there are also--certainly in the Clandestine Services--to the best of my understanding there are cases where decision is going to have to be postponed. And as I have indicated in this paper, we have talked with them and suggested to the Clandestine Services that they have a procedure whereby a man returning from the field must at least be met by a future employer and at least be given a job to do so that we don't have the humiliating situation of his going hat in hand around the halls and following his file, and being turned down in different places. [REDACTED] and I have certainly had this experience of people of quite good quality coming in just as demoralized as they can be, saying, "I have been all over and nobody wants me. I wonder if my duty overseas was understood, whether they realize I have done this, that, or the other" - and their record is good.

25X1A9a

25X1A9a [REDACTED] Isn't the Field Reassignment Questionnaire universal throughout the Agency?

MR. STEWART: It is and it helps but I don't really think, on the basis of my experience in the Clandestine Services, that it would do the complete job. I think there are going to have to be cases where a man is put into a somewhat temporary job. You [REDACTED] indicating [REDACTED] have it in your staffing complement that is being worked out, where you're able to pull people back, assign work or training to them, and then have them available to be placed as openings occur. We do have T/O position openings to concern ourselves with, and if there were a sudden cut-down or significant cut-down in any of our overseas stations we would indeed be faced with having to assign people to jobs that aren't on our present T/O's here in headquarters in order to keep them busy - there is no question about that, in my mind.

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MR. KIRKPATRICK: I think that is an excellent suggestion. That would raise morale in the Clandestine Services 100%, if you could have them met, put through whatever assessment you want them put through, and then give them some

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sort of a job. There are certainly plenty of jobs in a Division that people can do while waiting a permanent assignment. And then have some sort of a monitoring system or a tickler that would come up on every person.

MR. STEWART: Absolutely. Under the present system the Division Chief doesn't see him, and the Admin Officer gets him over in a corner and says, "I'm sorry - you have been declared available."

MR. KIRKPATRICK: Quite frankly, I think there, Gordon, anybody coming back to a Division - the Division Chief ought to have enough guts to see him and say, "Look, we're sorry--"

COLONEL WHITE: On the other hand, while, as Gordon says, you always will have some of these cases, I still believe, myself, that in every case where you can you should notify the fellow ahead of time and have him go ahead and do it--I don't think there is any substitute for that. But you have some you can't--

MR. STEWART: Our proposal, Red, is this--and this is a [REDACTED]--that the man be notified that he is going to be put on a specific job, that this may in fact be a job above your T/O, and it may be a job you made for him to do. We know there is lots of work to be done in the Divisions--they are always crying for people--and in the Staffs. And over the years we have taken people into the FI Staff not with the idea they were permanent but with the idea they had to settle down somewhere and do a piece of work until we could place them. 25X1A

[REDACTED] Instead of being assigned to a T/O job, in other words, he would be detailed to a duty and know what that duty is. 25X1A9a
25X1A9a

[REDACTED] And the Divisions would become accustomed to the changed situation of considering the man as still belonging to them and that they are responsible for him even though they may for a time make some interim arrangement. As it is now they cut the tie very abruptly and kind of wash their hands of the thing, and say, "We kind of can't use him" - and the fellow is left to his own devices. I don't think there should be an undue exaggeration, though, of the extent to which this occurs. I don't think it's so terribly bad that the walls are crumbling down in the Clandestine Services. Most of the fellows coming back from overseas get placed and get placed properly, and are quite happy. I have talked to 10 or 15 in the last several weeks, and I can't think of more than two cases out of the 15 in which the fellow hasn't been satisfied with an immediately available, new assignment that was worked out either prior to his arrival or practically immediately upon his arrival. It is the occasional case,

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and that one, that creates the trouble, which becomes notorious and reflects the problem. The problem exists.

MR. STEWART: And you have to have a system to absorb people when you get a wave of them. Right now we're in bad shape. A few years ago when we cut back we were in horrible shape on this.

MR. AMORY: One word about shopping files. I don't think we want to put an absolute prohibition on the shopping of certain types of files. For example, I have had people come to me from OCR or OCI who learned a lot of Spanish and who would like to take a whack at overseas. Well, to send their file to [REDACTED] preceded by a telephone call from me--in your paper here I thought I read one point where you had some security objection. You said files could only be released to the IG and Security. I think that is unnecessarily binding. I think they always ought to be handled with taste and discretion.

MR. KIRKPATRICK: What I want to stop, and everybody in the Agency wants to stop, is having the personnel files go through a lot of hands.

MR. AMORY: But in writing up the DONT's, don't inhibit what otherwise is useful.

MR. STEWART: We have our regulation on that one already through, and the only way we goofed I think we said the only couriers that could handle them were Personnel Office couriers, and we don't have enough couriers.

[REDACTED] I agree with Mr. Amory--certainly to the Head of the component. You're offering me a couple of Personnel people now, and I want to see their folders.

MR. STEWART: The regulation says that.

MR. AMORY: And I want to be able to delegate that, too, to anybody who needs to see the folder, but just don't float them around in wheelbarrows.

COLONEL WHITE: I think what Kirk is shooting at--and I agree--is just plain indiscriminate shopping of a fellow's file, to just send them all around without any real prospects of a job. What Kirk is suggesting is that the Personnel Office make some exploration as to where there might be a possibility, and then send the files only to those places.

COLONEL BAIRD: Isn't that being done? I thought that had been SOP for some time. I hope that we don't go the other way, though, and that is purposely withhold derogatory information from a prospective using organization.

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MR. STEWART: No.

COLONEL WHITE: I think the Profile that is being developed, when it is completed will satisfy this to a large degree. If you take a look at the man's Profile it gives you a pretty good resume of what is in the file, and then if you are really interested you can call for the file. I think when the Profiles are further along it will go a long way toward solving this.

25X1A9a

[REDACTED] We have more than a thousand Profiles now. The machine for reproducing them has just been installed.

MR. KIRKPATRICK: What has that to do with it?

25X1A9a

[REDACTED] It has a lot to do with it.

25X1A9a

[REDACTED] Most of my people that are shopped if they're any good and are not malcontents, I've already gotten them lined up--they come back even before they're asked to shop and they say, "I've got a job. Will you release me?" But malcontents, they're just shopping and will keep on shopping, and those will probably eventually lead to separation. You just can't do much for them.

MR. STEWART: I don't think we write procedures for those fellows, anyway. We just live with them.

COLONEL WHITE: Gordon, to get back to the basic issue here for a minute, I have studied both of these papers very carefully, several times, and I believe that basically what we are saying is that we have already started on decentralization to Career Services, and I personally believe that is sound. I don't believe that in this Agency the Personnel Director can ever become a G-1, and that a lot of these things like wage and classification, competitive promotion, and records, and maybe other things, have to be held in the Personnel Office and consolidated, centralized and standardized. But in the handling of a man's career I think the Personnel Office should be a service, and the Personnel Director should be a staff officer and not a line officer, and that the handling of a man's career should, generally speaking, be up to the Career Service. I think in this broad principle that is what Gordon is saying, without going into great detail as to what is going to be held in the Personnel Office or in the Career Service.

MR. STEWART: That is right.

MR. KIRKPATRICK: I am not going to argue with you on that, Red, because

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I think our set-up makes that mandatory. But I ask you one question: what about the cases that fall between? Is it Gordon's responsibility, the supervisor's responsibility, or the Career Service's responsibility? I am talking about cases like you and I discussed yesterday, where there may be a security problem, or a clearance, or the person can't get placed. And in this particular case the ripple was at the middle of the pond and everybody was in the corner watching, and it got worse and worse and finally blew up. I do think we have to have a better system. I'll admit this isn't something you can legislate into existence, making sure that these problem cases go to one individual who can force a decision and that decision made at an early date. The flood of cases that have hit my Staff in the last five weeks has been the like of which I haven't seen in four years and 25 days in this job.

COLONEL WHITE: If the supervising official or the Head of the Career Service does his job properly and brings those cases to Gordon's attention, I think that is clearly his responsibility and that of the placement committee--

MR. KIRKPATRICK: That would be my opinion.

COLONEL WHITE (Continuing): --to sort them out.

25X1A9a

[REDACTED] In every one of these cases they have a Service designation. It has always been the responsibility of the Head of the Career Service to take care of that man's problem.

MR. KIRKPATRICK: I wonder, then, if we haven't reached a point in our history where we should send a billet-doux to the individual Career Service Heads or the supervisors saying this is a fact and "you are held responsible for not letting these problems get out of hand."

MR. STEWART: What sort of problems are you talking about, Kirk?

MR. KIRKPATRICK: I am talking about an individual who can't get a special security clearance and he couldn't get a job elsewhere in the Agency, apparently, and she sat for two years twiddling her fingers, and now has resigned with the classic statement: "I hate the Agency and I wouldn't believe what anybody said in the Agency." And, unfortunately, there are three or four others in this same area.

5X1A9a

[REDACTED] How is it they can't get a security clearance?

MR. AMORY: Where the whole activity gets blanketed in--it's under that, and that is the business of where some maiden aunt is living in Warsaw--it's the risk.

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MR. KIRKPATRICK: She only rented an apartment from people suspected of being Communists. The Security Office couldn't prove there was anything else but a tenant-lessee relationship.

MR. AMORY: I think that is a management failure, and various other places. But she started out being a Career Service person under me and under Assistant Director "X" and until he got rid of her was responsible for her, and therefore the charge basically is mine.

In "Role of D/Pers" re decentralization to Career Services

But you have to watch this--to change the subject a little--to talk about decentralization is fine, but I wonder if we're thinking accurately, as between whether we mean decentralization to the three components or decentralization to the several Career Services.

MR. KIRKPATRICK: I read this as meaning decentralization to the 23-- or how many Career Services are there?

MR. AMORY: That is right, and that is hardly consistent with some of the standards of control you are talking about.

COLONEL WHITE: Somewhere in here there is a sentence that recognizes a Deputy Director has jurisdiction over all the Career Services in his component.

MR. AMORY: But let's look at it a little practically for a minute. If you're really going to do this with files--and it's rather appealing to me in certain respects--and even more so in certain areas, I stop to pause quite lengthily as to whether or not I want to see these things go by me and be set in OO and OCR. I have only three specialized Career Staffs. I think it would be better run in the long run if I expanded [REDACTED] shop, even though he maintained different designations and so on. 25X1A9a

COLONEL WHITE: I'm not sure, Bob. I'm not ready yet, and I don't read that into this paper, necessarily, to say we're going to take all the files out of the Personnel Office and put them in different places in the Agency. I'm not ready to cross that bridge yet.

MR. KIRKPATRICK: I read exactly the contrary. I read the Personnel Office becoming a service of running the files, classification, running general management and coordinating policy, and seeing that it is handled correctly. I recognize the full command authority as being put in the Career Services. And with authority also goes responsibility. Now how far you delegate down, I think that is your responsibility.

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MR. AMORY: The trouble is that the way it's stated if you talk in terms of Career Services it isn't a question of delegating down, it's a question of how far I reach back and call back. This business of advertising vacancies has been a good, constructive move, and that was put in over the blood and gore and violent disagreement on the part of most of the Career Service hacks, if I do say so, and yet I know it is a good thing and loudly applauded. But anybody in the DD/I area that has a vacancy must advertise to all seven offices, and we're averaging a 19% effective take on that, in the sense that the job is filled not by somebody within the Office but somebody who comes from outside the Office. That is 1 out of 5, even though the other 4 out of 5 are filled by the guy who has worked up. And just the fact that the fellow doesn't feel he's in a cul-de-sac and there is a room where he can go down and see the vacancies--sort of a U.S. Employment Service--and can get nominated for consideration, has done an awful lot to lift morale and make people feel that the CIA Career Service IS something, rather than having to wait until the guy ahead dies off.

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[REDACTED] I interpret decentralization to the Career Services to mean method of operation. I have a Career Service Board and different Panels that meet different days, and policy is not affected at all or Agency regulations.

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[REDACTED] The technique or procedure of implementing the policy.

MR. KIRKPATRICK: That was exactly my next question: who, then, is charged with the responsibility of seeing that there is a general uniformity? That is, a common denominator among - how many Career Services?

✓ [REDACTED] I don't know how many there are.

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COLONEL WHITE: Career Panels.

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[REDACTED] There is only one Career Service in the DD/P, for example.

MR. KIRKPATRICK: But how many Career Services do we have?

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✓ [REDACTED] I can't define a Career Service any longer.

MR. STEWART: If the Executive Secretary of the Career Council can't do that, how can the rest of the Agency? [Laughter]

COLONEL WHITE: I brought a problem here two or three months ago about the Cable Secretariat, and others, and you people all laughed and said, "That will be your problem." So what I have done in the Cable Secretariat, for example, and others which have no opportunity, relatively speaking, to rotate

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to other Career Services, and don't want to, is to let them operate as a Panel, running their own little show.

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[REDACTED] They are Panels of the Admin Career Service.

COLONEL WHITE: That is right. They are Panels.

MR. KIRKPATRICK: Then what is the responsibility of a Panel as compared with a Career Service? Anything?

COLONEL WHITE: They do essentially the same--

COLONEL BAIRD: Their degree of autonomy is dependent upon the degree of autonomy you give them.

MR. STEWART: I think you can get at this whole problem this way: when you're talking about decentralization you are talking from the top down, from the Director. If the Director decentralizes anything he decentralizes to the three Deputies. Now in the Career Service structure we have covered that, we have an I Service, a D Service, and an A Service. Those are the overall generic Services under the three Deputies, and I think it's pretty much their business how they decentralize and to what extent they decentralize to the sub-Services of their overall Service. And I think in view of the fact you have everything, in terms of size, from Larry Houston's Office to the largest one you can think of, the way you decentralize to these Services will just be according to your own best interests as the Deputies. Then the question comes up: How do you maintain standards? I would think the first step in maintaining standards as between the Services in the DD/I would be, Bob, for you to maintain that degree of uniformity that you think applies to your area. The second step is clearly for the Office of Personnel, in its carrying out of its staff responsibilities-- and the Director of Personnel's responsibilities are spelled out in a regulation-- to be in touch and observe and report to this Council if anyone is getting way off in left field or out of bounds in any way, shape or manner.

MR. KIRKPATRICK: Let me ask a philosophical question, then: with this large number of Panels and Services where does the loyalty of the individual rest? To his Career Service, to his Career Panel, or to the Agency? What are we going to encourage in the individual: is he a Panel man or a CS man or a CIA man?

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[REDACTED] Well, Kirk, there aren't too many people in the Agency--I don't believe--that are constructed in a big enough way to have a

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burning loyalty to the Agency as a whole. We have shortcomings in that respect. And I think that unless we can focus such loyalties as our people can generate, on some achievable objective in terms of devotion, then we are diffusing the thing so widely that we lose any hope of focusing loyalty at all.

MR. AMORY: I couldn't agree less.

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MR. KIRKPATRICK: I think you're absolutely right, [REDACTED].

MR. AMORY: I think that is one of the worst things we can continue to foster and suffer under. There may be all kinds of specialties and peculiar loyalties in the Armed Services but when the chips are down a man is loyal to the Army or the Navy or the Marine Corps, and they are a whole lot bigger than CIA, and it isn't because they figure "Some day I'm going to be the Chief of Staff" - there's an overriding business there. And time and time again I find where, for instance, the officers in my side of the house are considered to be nothing more than customers of some other part of the shop, or, conversely, that the FI thing is no more a part of our responsibility than the G-2 attaches. I think it's unfortunate. If that is to be true then let's not suffer under all the curses of bigness, let's split it up and have the Director act out of the Executive Office of the President and have three separate services.

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[REDACTED] Isn't it like under the military? A soldier's first loyalty is to the company, and then if he gets in an argument with the Navy or the Air Force it's to the Army. I think this is the way it is here. The regiment is the thing. That is closer to home to you. Then it becomes a Division and so on up. If you ask anybody in CIA they will say CIA, but the fellow who is looking after their bread and butter is the Head of the Career Service.

COLONEL WHITE: I think we have a ways to go in Agency esprit de corps. You find a lot of esprit de corps in the Divisions or some place, but the Agency's esprit de corps is not so obvious, nor so great, but I think it's there and I think it will develop more as the years go by. We're awfully young.

MR. STEWART: I have noticed it growing over the last several years. I certainly grew up in a narrow part of the Agency--

MR. AMORY: I agree with Gordon, I don't think it is going in the wrong way, but I may have misunderstood Tom, but after all, we put out all these slips of paper (Membership in the Career Staff), and had formalities for going into the CIA Career Service. For administrative efficiency we broke it down into Panels,

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and so on, but anything we do to spoil maximum magnetism of that single Career Service is unfortunate.

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[REDACTED] I wasn't suggesting we do anything to spoil it. What I was trying to do was reply to the philosophic question in a philosophic manner, comparing people in the Agency with other people, rather than the Agency's position vis-a-vis the Career Service.

MR. AMORY: To whom are these people loyal? They are loyal to Allen Dulles. Everybody is one of his "Merry Men" or whatever joking or serious way you want to put it. Sure, he ought to be loyal to his 1st sergeant and his platoon leader, all the way up, but I think that is why it's terribly important that uniformity be maintained by various controls and other things so that there is no unseemly advantage to being in a given Career Service just because you get promoted a little faster that way.

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[REDACTED] I couldn't agree more with that.

MR. KIRKPATRICK: Then let me attack it from a slightly different angle: Are the individual Career Panels or Career Services going to issue documents or mementoes or statements in their own names?

MR. STEWART: Well, they do now--certainly in the Clandestine Services - they have Clandestine Services Instructions that bear on the internal workings of the Clandestine Services.

MR. AMORY: I don't, but I'm glad that we are not snowed with the paperwork that you have to put out in order to do what you have to do.

MR. STEWART: Let me make an observation on this. In concentrating on the Career Services and the responsibilities of the Career Services I would certainly agree that we don't want to develop a narrowness among our people and narrow loyalties. I think if there is anything in here that needs to be changed to dispel that impression, we will certainly change it or write something into this document.

MR. KIRKPATRICK: Well, you can't get much narrower in career management than to have a Panel for the General Counsel, with a T/O of such a size, and a staff of so many on duty, and a Commercial Staff Panel with a T/O of such a size, and a staff of so many.

MR. AMORY: I think right there, and perhaps it's none of my business except as I can stumble in as a lawyer, there is an excuse for a Career Service

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in the General Counsel's office because there is a professional requirement, as there is in the Medical Service. There is none in the Management Staff. There you have been put in a managerial post. If a vacancy occurs for a GS-14 in the Management Staff anybody in the Agency should have a chance at it.

MR. KIRKPATRICK: There I disagree with you, because there are twelve lawyers in the General Counsel's Staff out of a total of [REDACTED] in the Agency, and 25X9 being a lawyer on the General Counsel's Staff does not require a technical know-how such as you might need in the FI.

MR. AMORY: But a group of lawyers should consider all of those. But obviously they don't look quite as wide as for one for the Management Staff.

MR. KIRKPATRICK: I'm not talking about these specific instances as much as I'm afraid of increasing fragmentation in this system. What does this do to our administrative workload? Each Career Service, no matter how you cut it, is so many more manhours implementing that work. Gordon says in his paper he wants to build up the work of the Career Panels. Well, somewhere along the line, as I have said to Gordon and Red before, we are going to have to do something drastic to cut down on our use of personnel management people. We have, I would guess, roughly--and this is a guess--we have today about [REDACTED] people in Washington in the 25X9A2 Agency doing personnel work of sorts, and these will vary from probably about [REDACTED] 25X9A2 doing full-time personnel work to the balance doing a fraction less. But this is 25% or more of their time devoted to personnel work. Now we have set up the Career Service system since I did this study, and that is personnel work. The thing that worries me is that Honest John Taber and his cohort, Clarence Cannon, have a fetish on the number of personnel officers an Agency should have. Their figure is [REDACTED]. Figure out what [REDACTED] does to us, or 25X9A2

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MR. STEWART: [REDACTED] is our count.

MR. AMORY: 8/10 of 1% is what Fortune magazine says an industrial 25X1A corporation should have. [REDACTED]

25X1A9a [REDACTED] I think we're too honest in calling them personnel officers. There are a lot of intelligence officers not doing intelligence work.

MR. KIRKPATRICK: If we called them all personnel officers I can assure you the Budget Bureau would be over here in a light armored car.

MR. STEWART: I think we have gone from the question of where people's

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loyalties are directed by this splitting up, to a question of personnel mechanics, to the question of the number of personnel officers. Now let me go back and review this. On the number of officers in the personnel business I think there are too many and the workload is too much, and we're planning ways to cut back, which I hope to have up before the Council before long. On the question of splitting up, I believe myself that it's easier for Larry Houston in a Career Board of his own, maybe with only himself sitting there, to determine promotions and so forth for his group of lawyers, and it makes more sense for him to do that than to have this placed in the hands of a Panel that Red would have in the Admin Service where most of the people really don't have direct knowledge of the work of these people.

MR. KIRKPATRICK: I don't dispute you, Gordon. Sure it's easier, but why designate it as a Career Panel?

COLONEL WHITE: Larry's Panel actually consists of Larry Houston.

One thing that disturbs me, Gordon, and I think you hit the nail on the head, and illustrates the point as far as the General Counsel is concerned - they are in competition with themselves for promotion. They have two overseas assignments, really, one in Europe and one in [REDACTED] Now we do, as a practical matter, draw on the General Counsel - [REDACTED] - so it isn't as though these people were just placed off by themselves and told, "Now this is your sphere of operation." This is a practical solution to the General Counsel's problem, and we are after him all the time for people. As you know, we bring in people from other parts of the Agency. But the second point--quite a different one--that disturbs me about this whole discussion is what I think you, Kirk, and Bob, must interpret this paper to mean, which it doesn't mean to me, and that is a radical change in the way we are now doing business.

MR. KIRKPATRICK: No, it doesn't mean that to me at all.

COLONEL WHITE: Because I was fearful from what you all were saying here was that the idea was that from now on the Personnel Office is just going to take orders and fill them, etc., and turn over all their records--

MR. KIRKPATRICK: No, I would fight that to the end. Personnel records must be centralized.

COLONEL WHITE: As a matter of fact, what Gordon is proposing is what he is doing now.

MR. KIRKPATRICK: It is formalization.

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MR. BAIRD: Frankly, that is my only criticism of it. I think we're extending the status quo, and I think the status quo has room for improvement. I hoped that when Gordon has been in the Personnel Director's job for maybe 12 months, he might not recommend just the recommendations in here.

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[REDACTED] I am entirely satisfied with your paper and the way we're working with you now.

COLONEL WHITE: The two best examples that we have--and maybe they've added a couple that I don't know about--but we do have a lot of different kinds of

25X1A9a people in the Support organization. [REDACTED] has a peculiar kind and his Career Service operates efficiently, and that's accepted. And Ed Saunders in the Finance field has a particular kind of function and he is not in competition with anybody else and it's recognized throughout the Agency that he hires, through the Personnel Office, trains and supplies Finance Officers wherever they are needed in the world. It's slick as a button. Every Finance Officer knows where he is going next, and there is no problem. As a practical matter - I'm talking about two offices with unique functions here, and who have a large number of people scattered throughout the Agency, and the system works swell. I don't visualize any radical change in what we're doing today, but merely formalizing that the Personnel Director is not a commander but rather a staff officer commanding a service function.

MR. STEWART: I would see one change or trend, Red, in the Clandestine Services, and that is the trend toward a stronger control by the Clandestine Career Service as opposed to the controls that have previously been exercised by the Division Chief or operating Divisions.

MR. KIRKPATRICK: That is a trend I would applaud heartily, but the trend as indicated by [REDACTED] was toward fragmentation, and I think you're fragmenting too far down here. That is my only argument.

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MR. BAIRD: I understand, for instance, that if I am not running my Career Service the way Red White thinks it ought to be run, he tells me. On the other hand, my Career Service is completely different from [REDACTED] and Ed Saunders'. The lifeblood of my Service depends upon rotation and depends upon a very close relationship with the other Services. That is a lot of personnel work. And I don't want to bring that to Red but I had hoped I could bring it to the Director of Personnel and say, "Here are my unique problems. They all have

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to do with people." I want to go to a coordinator, not to any one Deputy but to a coordinator of personnel management policies in the Agency. And I feel this is a step away from that.

MR. STEWART: Well, it certainly is not intended to duck that one at all, Matt, and the creation of the Special Placement Committee a meeting or so ago was intended to meet that problem. We recognize that movement between the Deputies and movement between the Career Services is a remarkably difficult problem in this Agency, and there are all sorts of different ways of getting at it. It's the movement of people who should move because of their careers, and people who should move because they are no longer employable where they are but may be employable somewhere else. And we have a placement service in the Office of Personnel which we are very much beefing up by shifting people and getting a strong team in there. I consider, as I believe I have stated in this paper somewhere, that the questions of over-grading and of transfers, of placement, are the really tough ones in the Agency, and I trust we can handle it. But I don't think, and I don't think I would get backing for, a responsibility which would place me in a command position in that regard. That is my own estimate of the thing. It may be a necessary thing and the Agency may ultimately face up to it, but in the short time I have had to look at the thing, Matt, I just haven't seen it as a coordinating job or as a Tsar's job, to go back to Franklin Roosevelt's phrase.

COLONEL WHITE: I think Matt has a unique position not only in the Support side of the house but maybe in the whole Agency, but in this rotation he speaks of as being so important - he is in competition, really, for the best FI, PP, Admin, and other officers who belong to Career Services all over the Agency. He needs that in and out from all the Career Services in order to carry on his total training program. That is an entirely different situation from what General [REDACTED] has. I think Matt's situation is probably unusual among the several Career Services.

[REDACTED] It is improving?

MR. BAIRD: It is with the DD/P.

MR. AMORY: It isn't with us?

MR. BAIRD: No, it's almost non-existent.

MR. KIRKPATRICK: Meaning you need better instructors from the DD/I?

MR. BAIRD: I don't want to go into all the details, and when I say the DD/I I'm not talking about you [Mr. Amory] personally. We say that if you

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are going to give good DD/I-type instruction you don't go out to Rutgers and get a political scientist, you get somebody who has been in the DD/I and has had DD/I experience, and the best man that you could possibly get--and, again, I'm talking about the DD/I and not Bob Amory. But anybody who leaves the DD/I to go to Training has burned his bridges behind him, and if he wants to go out of ORR or OCI or OSI, he's gone. And, in turn, I don't feel that I am doing my job if I let somebody come in and sit and teach for year after year. I think the teaching would fall way below acceptable standards if that happens. Those people with OTR Career Designations who feel they can make their greatest contribution to CIA and the Government through teaching over the long haul, have got to have rotation back within the components for the subjects they're teaching. So you have to have a constant flow to do the right kind of job.

MR. KIRKPATRICK: Why couldn't you set up a system whereby ORR or OCI would give sabbaticals whereby your regular professional teachers would go into those jobs? It seems to me that would be fairly simple, Bob, wouldn't it?

MR. AMORY: Yes, but the problem there is that many of my professional officers feel very strongly that OTR hasn't got much to offer because what they're being trained in is actually fully available in the academic world. There is no difference in how OCI approaches a research paper from the way Harvard approaches it, whereas in the Clandestine Services there is no honorable college for training your people. So the net impact on the skill in the way in which our people do their work as professionals is limited on the part of OTR. As far as the orientation is concerned, it's very valuable - the basic orientation. But this is the first time--I didn't know that you felt you weren't getting enough people to help teach at that or in it. But the idea that you can take a man and make him a Board of National Estimates researcher by sending him to school, just doesn't work out, in Sherm's mind or in--

MR. BAIRD: That is not, however, generally true in the other offices of the DD/I, who specifically asked us to set up courses, because the OSI researcher isn't an intelligence researcher, normally; and the same is true in ORR, the ORR people don't think so - they say the types of reports and types of research techniques are different in an intelligence organization from what they are in DuPonts or MIT.

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The only bearing this has on this I think can be summarized in that I would like to see the Personnel Director have maybe a few more line responsibilities than I think this paper gives him.

MR. KIRKPATRICK: This poses a situation not unlike that of the Articles of Confederation - until there is a yielding of sovereignty you can't put more sovereignty anywhere.

. . . Mr. Amory left the meeting . . .

MR. KIRKPATRICK: Well, I would like to suggest that we concur in the Director of Personnel's letter as submitted, and review it again within, say, a year.

[REDACTED] I agree.

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Can I use your paper [indicating Mr. Kirkpatrick] for educational purposes?

MR. KIRKPATRICK: Very happy and very flattered to have you do so.

[REDACTED] There are things in there some people ought to read.

MR. STEWART: All in favor? Then the paper is concurred in, and we will bring it up next spring.

We have another item to consider, which I would like Rud to present since he has done all the work on it, and that is the question of directed assignments.

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[REDACTED] Well, there has been a great deal of activity, I understand, and I have had a small part in it in the past several weeks, on the numbers of persons in CIA in directed assignments. I think there are a couple of cases demonstrated here of persons who have more or less deliberately flaunted or flouted their signatures on their acceptance or declaration of obligations to the Agency. What I have done, Gordon, is to pull together just the facts of the situation as it is now, and there is a recommendation in the last sentence of paragraph 3. The positive recommendation is, briefly, that where a directed assignment is determined to be in the interest of the Agency by the Head of a Career Service, that he make that assignment but that he do it after his Deputy concerned knows about it so that the Deputy can back him up and help the Office of Personnel in making this directed assignment effective. If the individual doesn't take the directed assignment then he is invited

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to resign, presumably.

MR. KIRKPATRICK: Let's examine the practical aspects of this, Rud. I'm afraid we may have to go to court on more than one of these before we make it stick, and you may have one listed here we will go to court on. I think it's important that before a directed assignment be made the person making the directed assignment be able to demonstrate: (a) the man is qualified for the job, which, if directed, we assume is true; (b) that the assignment is good for the Agency; (c) that there are no other qualified individuals available for the assignment who could or are willing to take the assignment, or who could do the job equally well-- and I'm thinking here of what the courts would bring up, what a defense counsel would bring up. I have the distinct impression in two of these cases that the directed assignments were possibly made because a previous assignment had been refused, and they were being made as test cases--and I may be wrong.

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[REDACTED] I think your (c) is insufficient. You can always get somebody else to go, to fill that job, but for each individual who said, "No, I am going to stay home" - another one has to go twice. In our overseas organization where more than half of the people are overseas, this creates an intolerable situation. You get a castle guard.

COLONEL WHITE: That is the one thing I would disagree with, Kirk. The rest is all right.

MR. BAIRD: It seems to me it negates the whole system you've set up that you will accept an overseas assignment unless you have reasons that are valid.

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[REDACTED] They renege on them for capricious reasons.

MR. KIRKPATRICK: I would agree with the recommendation but I would like to say this, that I'm sure we're going to get a court case out of this fairly quickly. I think the principle of the Agency we must stick on is that nobody in the Agency is entitled to a job. That is the very fundamental issue.

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[REDACTED] That it's a privilege and not a right.

MR. KIRKPATRICK: That is right.

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[REDACTED] I have two thoughts on this. One is that this is coming rather sudden to people. The Director only recently put this thing out, and people are watching to see what happens. If you take some clear-cut cases where a man is simply arbitrary about it, and let that be known, we're going to condition people--just let it be known that you have no job if you don't take a job that is

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your fair share. But there are two sides to this. I'm thinking about one case where a Station Chief refused the assignment of an individual after that Career Service had designated this individual to go there. I think the Station Chief should be directed to take the man if the man is qualified. Now what happened in this case--at the last minute they found out the Station Chief wouldn't take the man that the Career Service Board had nominated, so they picked another one and called him in and said, "You have to go, and you have to go in three days." He couldn't--he couldn't get his personal affairs ready by then, and this caused a terrific flap, all because this Station Chief said, "This person is persona non grata to me."

MR. KIRKPATRICK: Was there a reason?

[REDACTED] I doubt it very much.

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MR. KIRKPATRICK: In that case I would say the Station Chief should be directed, but before I'd do that the Station Chief should have a right to--

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[REDACTED] He has to have valid reasons, and not just because he doesn't like him and says, "I won't have that guy working for me."

MR. STEWART: The Station Chief should say, "I can't have this man for local political reasons" or--

[REDACTED] Those are valid things.

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COLONEL WHITE: This is, of course, basic to the whole responsibility of the Heads of the Career Services. In our case, the Heads of the Career Services have to have positions identified on other people's tables of organization which are recognized as ours to fill, and it is obviously a responsibility to try to work out assignments which are mutually agreeable. But if you get to the point where you can't move the checkers on the board, then I think that Station Chief has got to have a valid reason why he won't accept a man.

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[REDACTED] That is why I thought it should be directed both ways.

MR. BAIRD: I don't think you could put into this recommendation this kind of a case, but there are such cases that seem to me ought to be handled. I had a man--I'll give you the example of him, and I think it must happen elsewhere, a man who admitted that the reason he didn't want to go to [REDACTED] was because his wife preferred to go to WE--if she was going overseas she wanted to go to Europe. I told

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him that we had carefully looked at every other job in the Office of Training and that the only job available to him was at [REDACTED] and we would take two months 25X1A6a to prepare him and at the end of that time he would be highly qualified to go out, or at least as qualified as anybody we have been able to send out there. Months 25X1A6a went by during which he said, "I still don't want to go to [REDACTED] and I want to get a job elsewhere in the Agency." His file was shopped for a period of nine months, to the DD/I, DD/S and DD/P. After the nine months I said, "All right, I told you prior to the shopping that if there was no other job in the Agency for you, that I would expect you to hand in your resignation." He said, "I will do so." Thirty-six hours before the time elapsed, the Office of Logistics picked him up as their Training Officer.

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[REDACTED] How did you get yourself off the rafters after that one, Matt?

COLONEL WHITE: I think you shouldn't have allowed him to go to that job.

MR. BAIRD: What is the mechanism?

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[REDACTED] The Office of Personnel probably didn't know about it. I think we shouldn't have approved the reassignment.

MR. KIRKPATRICK: We shouldn't have, and Garrison shouldn't have offered it to him.

MR. BAIRD: It never got to Garrison.

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[REDACTED] We don't want to salvage that kind of a person--and I feel damn strong about this.

MR. BAIRD: He is ducking his overseas assignment.

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[REDACTED] This comes down to something both of your papers touched on and that is that as soon as it looks like, on your Personnel radar screen, the individual is getting to the point where he is going to constitute some kind of a problem, for whatever personal reason, a problem that transcends the particular Service he is connected with, Personnel ought to be called in to render whatever assistance it can and to be put on notice relative to that individual's special case, without prejudice and without detriment.

MR. STEWART: I couldn't agree more.

Let me ask two questions: Is it the sense of this group that the Director's issuance on directed assignments is inadequate or is adequate to the

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needs of the Deputies at the present time? And my second point is this: Would you consider it helpful--and I recommend that we do this--would you consider it helpful that there be recorded in the Office of Personnel in one casebook or file the directed assignment cases that are handled by the various Career Services, so that we build up a body of experience and doctrine.

MR. KIRKPATRICK: The objections to the directed assignments?

MR. STEWART: The whole case, that this one took place, this one resigned, this one did this, etc. Once it has been determined that there be a directed assignment of a specific individual, how was that case handled.

MR. KIRKPATRICK: All right. I have one other suggestion to make, that where a directed assignment is made the Agency have a fairly standard amount of time as to how long the individual can consider taking it or try to locate elsewhere. In other words, I would hate to see Logistics allow six months, Commo allow two days, and Training allow two years, etc.

25X1A9a [REDACTED] I don't think you can work it that way.

25X1A9a [REDACTED] It depends on how soon the assignment has to be filled.

25X1A9a [REDACTED] If you're talking about whims or capricious reasons then I think you can set a standard time. I've talked to my people about going overseas and they said, "I have this situation in my family, so I couldn't take it right now"--

MR. KIRKPATRICK: I am not talking about anything where there are other factors, I'm talking about when there is no compelling reason that a man can't go-- and I do NOT include in compelling reasons the whim of a wife that she likes Western Europe better than [REDACTED] but where it's a matter of health or some major family problem, or something like that.

25X1A9a [REDACTED] I have one case where the wife refuses to go, and so I talked to the man and I said, "This is not the organization for you to be in, and I'll help you find a job over in NSA."

MR. BAIRD: Suppose this guy had been picked up by WE and given a job
25X1A6a and they ended up in [REDACTED]? What does that do to the next guy you try to send out
25X1A6a to [REDACTED]

MR. KIRKPATRICK: That is the point I was trying to make earlier, that it's going to create a flow from Training to WE, if WE will take them.

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MR. STEWART: Once you determine that a particular individual gets a job in [REDACTED], I have great question about his freedom to shop or find a job elsewhere. I don't think he should be permitted to do so. If there is anything in the regulations that permits that, I think we ought to change it.

25X1A6a

MR. KIRKPATRICK: Gordon, there is one result of today's meeting that I would like to suggest, and that is, we have had one or two specific cases come up here--Matt's comments about the DD/I support of Training and Matt's comments about this man going to be Training Officer in Logistics. I think both of these are probably going to result in something happening that is good. So I would suggest that we see if we can't bring into Career Council discussions more and more specific cases that are problems; because, if anything, this exercise has proved to me that some of the basic problems of this Agency, and relations with other parts of the Agency, haven't gotten up to an executive level where they can be solved, and solved certainly without the trials and tribulations of Indian warfare.

MR. BAIRD: I think Gordon is the person to go to for that.

MR. KIRKPATRICK: Gordon, yes, but the whole point is the Agency isn't built so that Gordon has a big enough stick. The Career Council has eight times as big a stick because there are eight people here representing the entire Agency, and Gordon can use all eight to get help. I think when we start airing these problems item by item, we will help the Agency. Like on these directed assignments, it's only going to take a few cases to get the Agency to fall in line.

25X1A9a

[REDACTED] But they have to be GOOD cases--and I'm emphasizing this--because you're going to have the reverse effect if the few cases are poor cases.

MR. KIRKPATRICK: These two Logistics cases are good cases. There is no reason for them to refuse their assignments, and I have told them they either take their assignments or resign.

MR. BAIRD: Is the wording of the Career Staff membership no good legally?

25X1A9a

[REDACTED] It is definitely no good legally. We did it deliberately at the time. There is nothing you can hang this on until you get a statute from Congress creating a Career Staff.

25X1A9a

[REDACTED] Which you don't want.

25X1A9a

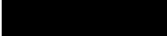
[REDACTED] So we made a point this is not a legally binding document.

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MR. KIRKPATRICK: Matt, the legal issue we would fight in a court is the Director's right to terminate somebody in the National interest, and you certainly could argue it's in the National interest if you can't count on an employee to take an assignment.

25X1A9a

 That it's not in the National interest to have people soldiering on the job.

MR. KIRKPATRICK: I think we would win it. In fact, I think there are damn few counsels that would take it, but we are going to have to fight one in court soon.

MR. STEWART: I believe that is all, gentlemen. Thank you very much.

. . . The meeting adjourned at 5:00 p.m. . . .

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